



# HR Practitioner

2005 Winter Newsletter

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## CPS HUMAN RESOURCE SERVICES CELEBRATES TWENTY YEARS OF EXCELLENCE

*CPS Human Resource Services celebrates twenty years of providing a variety of human resource services and products to public agencies and nonprofit clients.*

From its modest beginnings, CPS has evolved over the past two decades from a state agency program into a self-supporting Joint Powers Agency (JPA) whose mission is to focus on delivering high quality services and solutions to its public sector and nonprofit clients.

As a former state agency created in 1935 as part of the California State Personnel Board, CPS (then known as Local Government Services Division), specialized in providing services to local California public agencies on a fee-for-service basis. Business operations changed in 1984 when California Governor George Deukmejian called for changes in state government and the elimination of all state functions that did not contribute to the "essence of state government." Under these reform orders, CPS was slated to be disbanded.

Reacting to the change in the state government environment, CPS Human Resource Services was created. Six public agencies joined together to form a self-supporting public agency committed to improving public sector human resources in all forms of government.

David Hill, chair of the CPS board of directors and HR manager for the City of Anaheim commented on reaching this significant milestone. "CPS provides an invaluable service to its clients. When the services were no longer provided by the state, we had to find another means to obtain these HR functions which is how CPS was created."

Utilizing its resources and connections with top HR managers from the founding agencies, CPS created a successful HR culture and vision respected by many in the HR field today. Although the owners and clients of CPS are public sector entities, CPS is an entrepreneurial venture governed by a public agency board of directors.

"When we became a JPA in 1985, we were a small agency serving the HR needs of several hundred public agencies," said Jerry Greenwell, CEO of CPS Human Resource Services. "Today we offer a variety of products and services to our public



agency clients across the country which helps us fulfill our mission of improving human resources in all forms of government and nonprofit sectors. We are pleased that we continue to deliver on our mission."

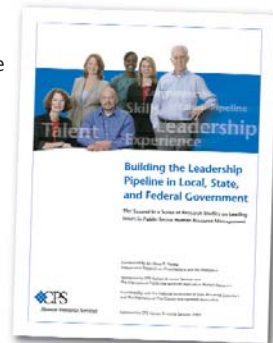
## NEW STUDY FINDS PUBLIC AGENCIES FACING LOSS OF LEADERS

*Newly released research examines 15 public agencies and what they are doing to fill these positions being vacated by retiring baby boomers.*

Leadership in the public sector is experiencing a changing of the guard. Experienced public sector employees and leaders are beginning to retire in droves. The large number of job vacancies being left behind is placing a strain on the leadership pipeline which supplies experienced managerial talent to positions in public service.

Independent researcher Dr. Mary B. Young investigated this phenomenon in public sector human resource management in her CPS funded study *Building the Leadership Pipeline in Local, State, and Federal Government*. The study looked at trends in local, state, and federal government workplaces to see what is being done to attract the right kind of leadership for this new generation of public sector servants.

This study was the second in a series of research studies produced on leading issues in public sector human resource management sponsored by CPS Human Resource Services. The research involved 35 jurisdictions and 15 in-depth cases studies from all levels of public service. The report included case studies from the City of Anaheim, California; New York State Office of General Services; and the United States Government Accountability Office.



Human Resource Services

## EXECUTIVE CORNER

An incredible amount of activity is occurring at CPS Human Resource Services. From delivering quality service to our clients, producing research studies on leading public sector HR management issues, to recruiting some of the top professionals in the industry, CPS continues to work harder to serve our public agency and nonprofit clients.

This year we are celebrating our 20th anniversary, a significant milestone in the history of CPS Human Resource Services. Our modest beginnings started way back in 1935 when CPS was part of the California State Personnel Board. No longer a part of the State Personnel Board, today we are a vibrant, self-supporting agency with offices nationwide and clients spread throughout the US and Canada.

Among our goals is to support our profession, our clients, and the communities where we do business. In this newsletter, you will read how we are producing research studies on trends in public sector HR, supporting our communities through our Community Action Network (CAN) initiative and our impressive array of training topics that are offered to our clients.

All this while maintaining a highly professional and quality staff team to serve your HR management, consulting, licensing/certification, executive search and applicant tracking software needs. I invite you to visit our website and learn about the different services and initiatives we have underway. Like me, I am sure you will be amazed at the level of energy our staff has in meeting the needs of our clients, our profession, and our community.

**Jerry Greenwell, CEO**  
CPS Human Resource Services



## SIGMA DATA SYSTEMS RELEASES IMPROVED SOFTWARE FEATURING WEB-ENRICHED TECHNOLOGY

Sigma Data Systems, the newest division of CPS Human Resource Services, has released the most current version of its popular Sigma 5 Applicant Management System software (AMS 5) that features numerous Web enriched enhancements. AMS 5 is designed to automate the entire



assessment and selection process from requisition to hiring, including posting open jobs, minimum qualification screening, notifying applicants, and scheduling for multiple types of exams all the way to transferring new hires to employment management systems.

AMS 5 is available in three editions: Standard (SE), Professional (PE), and Enterprise (EE). Significant

capabilities of the AMS 5 EE software include new tools for customers to easily manipulate the content and style of their online employment website and allow them to collect employment application materials over the Web. The introduction of the improved AMS 5 software further enhances Sigma's philosophy to make the wisest possible use of technology and to deliver innovation and quality tools to help the public sector improve its recruitment, selection, and assessment processes.

To learn about the new system release, visit [www.cps.ca.gov](http://www.cps.ca.gov) and click on the Sigma link. Or you can call Sigma Data Systems, a division of CPS Human Resource Services, at 1-800-677-1275.

## CPS OPENS REGIONAL OFFICE IN LONG BEACH, CALIFORNIA

*New office to serve growing Southern California and Southwest Regions*

Furthering its expansion of services across the country, CPS Human Resource Services has opened a Regional Office in Long Beach, California. The full service office will serve CPS's growing client base in the Southern California and Southwest Regions.

"Our new Long Beach location is central to the hundreds of government and nonprofit agencies we serve," said Susan Helland, Client Services Manager - West. "Our clients will be better and more conveniently served by local consultants along with our home office staff in Sacramento.

The Long Beach facility opened in September 2005. It will provide HR management and consulting, examination, classification and compensation studies, training, executive search, and licensing/certification services to public agencies and nonprofit organizations located in Southern California and the greater Southwest Region. Clients can also take advantage of seminars, training, and testing services that will be scheduled at the facility.

The office is located at 444 W. Ocean Blvd, Long Beach, California. Marcel Turner, regional manager for the Southern California/Southwest Region, can be reached at 562-432-8649 or via email at [maturner@cps.ca.gov](mailto:maturner@cps.ca.gov).

**STUDY:** *continued from page 1*

The research examines how branches of public service approached building the pipeline in one of two distinct ways- the traditional Just-in-Time Approach or the Integrated Approach. These two approaches are considered to be the opposite ends of the continuum, with most organizations' practices falling somewhere in between.

Through this study, common patterns across all levels of government were identified. This knowledge and spectrum of collected strategies allows public agencies to develop cost-effective methods to plan for the next generation of leaders and make sure they are well-prepared. CPS Human Resource Services is making the study available to public and nonprofit agencies for free. To obtain a copy of the study, visit [www.cps.ca.gov](http://www.cps.ca.gov) and click on the leadership pipeline link. If you are interested in scheduling a presentation on the findings for your public sector workplace, please contact GERALYN GORSHING at 916-263-3600 or via email at [ggorshing@cps.ca.gov](mailto:ggorshing@cps.ca.gov).

## RACHEL BOECHLER JOINS CPS



*Dr. Rachel Boechler is the new Chief Operating Officer for CPS Human Resource Services.*

As COO, Boechler will oversee business operations, planning and development, and technology. She will also manage the organization's four professional services groups.

"This is an extremely exciting time at CPS as we celebrate our 20th anniversary," said Boechler. "The CPS team is among the most talented group of employees that I have worked with. They are extremely committed to the success of our clients as they partner with them to reach their goals."

Boechler has had a distinguished career in education and leadership training serving both at the university level and K-12 education. Prior to joining CPS, she served as Department Chair for Educational Leadership in the College of Education at Cardinal Stritch University in Wisconsin. In addition, she was an assistant professor in the Master of Educational Leadership Department and the Education/Initial Certification Department. She also has 16 years of experience as a teacher, counselor, and administrator in four Wisconsin school districts. "Dr. Boechler's background and experience is a significant asset to CPS," said Jerry Greenwell, CEO for CPS Human Resource Services. "CPS will benefit from her proven organizational and leadership skills in serving our clients and developing new business opportunities."

*"Rachel Boechler" continued on back...*

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[RLAVIGNA@CPS.CA.GOV](mailto:RLAVIGNA@CPS.CA.GOV)

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[SUSANH@CPS.CA.GOV](mailto:SUSANH@CPS.CA.GOV)

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202-220-1391  
[GIB@CPS.CA.GOV](mailto:GIB@CPS.CA.GOV)

## GREAT EMPLOYEES ARE A PRODUCT OF PROVIDING SUPERIOR TRAINING

*CPS Human Resource Services Training Center helps public agencies provide employees with tools for success*

CPS Human Resource Services has been in the business of helping public agencies improve their HR services for more than 70 years. To further assist clients, CPS has developed trainings and seminars geared to educate managers and employees on a wide range of issues from employment law and new manager training to developing job analysis and item writing skills for new HR analysts. In addition, CPS now offers a full range of courses previously offered by the California State Training Center.

Unlike any other program available, CPS permits public agencies to create trainings and seminars that meet their priority. The CPS staff can customize half-day, full-day, or multiple-day programs to address specific needs. They can also train staff to assist in presenting the seminars, so that issues specific to any agency can be addressed. All courses can be viewed and reserved online by visiting [www.cps.ca.gov](http://www.cps.ca.gov) and clicking on training center. For additional information about CPS Human Resource Services Training Center contact Mel Turner at 916-263-3600 or [mturner@cps.ca.gov](mailto:mturner@cps.ca.gov).

Here are some of the upcoming training programs available from CPS for early 2006:

**Capitalizing on Diversity**  
January 13, 2006

**Succession Planning for Success**  
February 1, 2006- March 10, 2006

**Basic Math Skills for Work**  
February 7, 2006

**Introduction to Continuous Improvement**  
February 23, 2006

**Conflict Management for Managers**  
March 2, 2006

**Performance Appraisals**  
March 6, 2006

**Creative Discipline, Progressive Discipline**  
March 7, 2006

**Instruction Techniques for Trainers**  
March 21-23, 2006

**Performance-Based/Budgeting Activity-Based Costing**  
March 27-28, 2006

**Get that Job!**  
March 29, 2006



...“Rachel Boechler” continued from front

An author of numerous publications, Dr. Boechler is a respected contributor in the field of leadership development. “Leadership Integrity: Matching Passion and Purpose” and “Leading with Soul: Going Within to Find Strength and Meaning” are just two of the publications she has written. She is also a national speaker, having delivered more than 30 presentations on the subjects of Leadership, Organizational Development and Change to a variety of organizations.

Boechler earned her doctorate in Philosophy and Urban Education from the University of Wisconsin. Boechler can be reached at 916-263-3600 or at [rboechler@cps.ca.gov](mailto:rboechler@cps.ca.gov).

## FORMER HR DIRECTOR FOR SAN BERNARDINO AND ORANGE COUNTIES TO HEAD CPS SOUTHERN CALIFORNIA REGION

Marcel Turner has been named Regional Manager for CPS Human Resource Services Southern California Region. Turner will develop business for CPS Human Resource Services in the Southern California Region and the Southwestern United States. The CPS Southwest region includes Southern California, Arizona, New Mexico, and Texas. Turner is responsible for providing service to existing CPS clients and developing new business in the public, nonprofit and higher education sectors.

“Marcel has a vast background of public service experience that will be a great asset to our clients,” said Susan Helland, client services manager - west.

Turner brings a wealth of HR knowledge to CPS, most recently through his experience as the former HR Director for the Counties of San Bernardino and Orange. His career started in the public sector working as the Personnel Director for St. Louis County and in the private sector for GTE. This private industry experience led Turner to significant positions within GTE including the director of human resources for

Sylvania lighting in Europe and Latin America and as worldwide director of human resources for GTE Valenite.

Turner holds a master’s degree in Business Administration-Operations Management from Northrop Institute of Technology and a bachelor’s degree in Business Administration-Personnel and Labor Relations from the University of Maryland. Turner has also been certified by the International Public Management Association for Human Resources (IPMA-HR). He possesses a certificate in employee relations law from the Institute of Applied Management and Law and a certificate in public pension plan policy from the International Foundation of Employee Benefits.

Turner will manage the Southern California region in Long Beach which offers a full range of HR consulting products and services to public and nonprofit organizations. To learn more about CPS or to put the Long Beach consulting team to work for your agency, contact Marcel Turner at 562-432-8649 or [maturner@cps.ca.gov](mailto:maturner@cps.ca.gov).

## CONNIE CHAMPNOISE NAMED REGIONAL MANAGER OF THE CENTRAL REGION

Connie Champnoise has been named the new Regional Manager of the CPS Human Resource Services Central Region. Champnoise and her team are responsible for providing service to existing CPS clients as well as developing new business in the public, nonprofit, and higher education sectors for the region which covers 12 states in the Midwest.

Previously a Principal Management Consultant for CPS, Champnoise has worked in the human resources arena for 20 years. “Connie’s experience and depth of knowledge is a huge asset to our clients who depend on CPS to deliver quality products and services to improve their HR systems,” said Bob Lavigna, client services manager - east.

She holds a bachelor’s degree from the University of Wisconsin, complemented by her master’s degree in Industrial and Labor Relations, also from the University of Wisconsin. Champnoise has a broad, working knowledge of recruitment and selection, compensation and benefits, labor and employee relations, strategic planning, organizational design, and policy development and training. “Her wide range of HR expertise further enhances the ability of CPS to deliver high-quality service,” continued Lavigna.

Champnoise has held several high-level positions in the state of Wisconsin and in the private sector. Her career experiences include Human Resources Manager for the Milwaukee County Department of Health and Human Services, as the Human Resources Manager of the City of New Berlin, and Vice President of UPC Health Network. Throughout these experiences, she gained knowledge in workforce planning as a result of mergers and acquisition, and has led organizational and cultural change resulting from rapid growth, budget shortfalls, and market force changes.

Champnoise can be reached at the Madison office at 877-645-6823 or via email at [cchampnoise@cps.ca.gov](mailto:cchampnoise@cps.ca.gov).

*“Uncommon expertise from a common perspective.”*

## CPS PROVIDES GRANTS TO 21 NONPROFIT CHARITIES NATIONWIDE

For the second year, CPS Human Resource Services Community Action Network (CAN) has awarded 21 grants to nonprofit organizations providing programs and services to children and families operating in regions served by CPS. The 2005 CAN grant recipients were awarded amounts ranging from \$1,000 to \$10,000.

CPS provided these 2005 CAN grants to charities located in Sacramento, California; Madison, Wisconsin; Washington, D.C.; Long Beach, California; Tucson, Arizona; and Atlanta, Georgia. The nonprofit agencies were selected by CPS employees from throughout the country.

"It is critical that our organization helps support these worthwhile programs financially," said Jerry Greenwell, CEO of CPS Human Resource Services. "Our employees actively volunteer in the communities in which they work. Through the CAN program, we can further our investment in the communities where we do business."

The 2005 CPS CAN grant award recipients

include the following: (Sacramento) Linkage to Education, Stanford Settlement Neighborhood Center, People Reaching Out, Sierra Adoption Services, Clean & Sober, Boys & Girls Club of Greater Sacramento, A Touch of Understanding, Center for Fathers & Families, Chemical Dependency Center for Women, Center for Land-Based Learning; (Tucson) The Parent Connection, YWCA of Tucson; (Atlanta) Bobby Dodd Institute, Cool Girls; (Los Angeles/Long Beach) Family Crisis Center; (Madison) Urban League of Greater Madison; (Washington) One Ministries' UNIQUE Learning Center, City Year Washington, DC, American Red Cross Central Maryland Chapter, Boys & Girls Club Eastern Branch, and Boys and Girls Club Clubhouse #11.

In addition to the CPS CAN Grants, CPS continues its volunteer policy to allow employees to volunteer up to 8 hours per quarter during business hours.

For more information about the CPS CAN Program, visit [www.cps.ca.gov](http://www.cps.ca.gov).

## PAM STEWART AND KELLY MONTGOMERY TRAVEL WITH A 28-MEMBER SACRAMENTO TRADE GROUP TO CHINA

*Trade group looks at ways to develop business in the Far East*

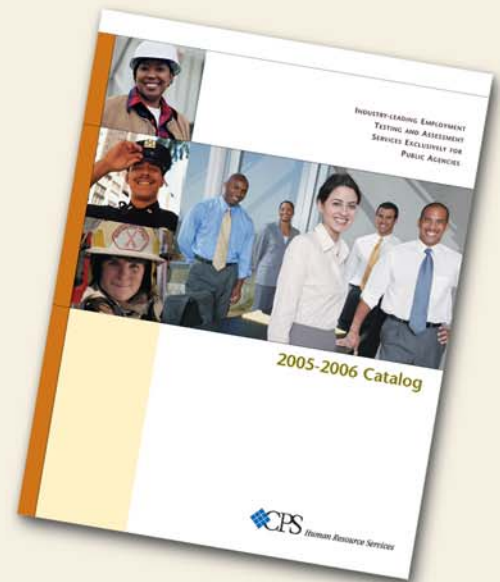
Pam Stewart, director of partnership and community investment, and Kelly Montgomery, senior manager for CPS Human Resource Services, traveled with a 28-member Sacramento trade group delegation to China from September 17-29, 2005. Comprised of local government and business leaders, the group spent many hours in many conference rooms learning about Chinese business opportunities for California companies and the economy of a variety of cities.



Pam Stewart (L) and Kelly Montgomery in Tiananmen Square

During one of the meetings, a Chinese government representative asked Stewart for help in bringing delegates to Sacramento and other US cities for two weeks to study employment practices, recruiting and hiring. "They want to learn. They are very interested in human resources in the United States. Stewart told them she will connect them with other human resource experts. The Sacramento Chamber will issue the formal invitation to come to the United States as the Chinese government requires," Stewart added.

For more information, call 916-263-3600 or email Pam Stewart at [pam@cps.ca.gov](mailto:pam@cps.ca.gov) or Kelly Montgomery at [kmontgomery@pesa.ca.gov](mailto:kmontgomery@pesa.ca.gov).



## CPS TEST CATALOG REVISED, RETAILORED AND ONLINE

*Catalog highlights variety of industry-leading employment testing services for public agencies*

CPS Human Resource Services is committed to bringing its customers the best in employment testing and assessment services. In keeping with this promise of excellence, CPS Human Resources is pleased to announce the availability of the 2005-2006 Test Catalog.

CPS employment tests are developed to meet the most stringent psychometric standards and are frequently updated to ensure content relevance as well as to prevent over-exposure. The new catalog includes seven new exams as well as 17 updated assessments that cover a range of specializations.

This catalog offers more than 50 types of entry level and promotional employment tests. Customers can order a copy or access the catalog online by visiting [www.cps.ca.gov](http://www.cps.ca.gov)

Within minutes, agencies can place an order online or contact a CPS consultant to address their employment test rental needs. CPS makes it easy for public agencies to experience high value assessment services at a low cost premium. Contact a CPS Test Rental Consultant at 866-867-5272.

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Here are some of the most recent positions filled by CPS Executive Search:

#### City of El Cajon, California

Cliff Diamond,  
Police Chief

#### City of Carlsbad, California

Marcela Escobar-Eck,  
Director of Planning

#### Port of Long Beach, California

Randy Rich,  
Director of Maintenance

#### City of Phoenix, Arizona

Debra Stark,  
Planning Director

#### City of Scottsdale, Arizona

Teri Traaen,  
Human Resources General Manager

#### City of Fresno, California

Terry Bond,  
Director of Human Resources

#### City of Sunnyvale, California

David Kahn,  
City Attorney

#### City of Seaside, California

Ray Corpuz,  
City Manager

#### City of Concord, California

Peggy LeFebvre,  
Finance Director

#### City of San Mateo, California

Hossein Golestan,  
Finance Director

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